

The Department of Veterans Affairs
Human Resources and Administration

**Office of
Resolution Management**

Strategic Plan for 2006 – 2010

**Honoring and serving our Nation's veterans by promoting
discrimination-free work environments**

May 2006

Office of Resolution Management Strategic Plan

Introduction

The Office of Resolution Management (ORM) was created by Public Law (PL) 105-114, Veterans Benefit Act of 1997, due to concerns of Congress about the Department of Veterans Affairs' (VA) Equal Employment Opportunity (EEO) discrimination complaint process.

PL 105-114 mandated an assessment of ORM by an outside contractor at the completion of its second year in existence. The outcome of that assessment, which was reported to Congress, concluded that ORM had successfully met its initial objectives of becoming an independent operation that provided complaint processing in a manner that engendered trust of VA management and employees.

In 2005, ORM was assessed by an independent consulting group to determine the effectiveness of the organization, the effectiveness of the leadership team, the organizational climate, and the impact the organization was having on early resolution of claims to reduce the number of formal EEO complaints in VA. This assessment concluded that ORM continued to meet the statutory intent of the program; however, significant improvements were needed in the areas of leadership, process improvement, customer service, quality, internal and external communications, and early resolution management. As a result of this assessment as well as feedback from ORM customers and stakeholders, and a series of Town Hall meetings with ORM employees, we began the transformation of ORM. This transformation focuses on four primary areas: 1) Improving the overall effectiveness and efficiency of the organization; 2) Improving the level of customer service and stakeholder responsiveness; 3) Changing the organizational culture and work environment; and, 4) Enhancing capabilities and increasing activities associated with early resolution of workplace disputes.

This Strategic Plan provides the foundation for the transformation of ORM and serves as a roadmap for change. This is a living document that will likely be modified as goals, objectives, and strategies are implemented. Specifically, the strategies and performance measures will change over time. The goals and objectives contained in the plan define what changes will be made and the results that can be expected by ORM's customers, stakeholders, and employees. The strategies define how the changes/results will be achieved. Strategies are characterized as near-term (6-12 months); mid-term (1-3 years); and long-term (4-5 years). Performance measures have been identified to assess progress and results.

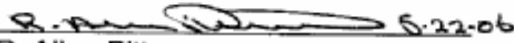
Several of the key highlights of the five year plan are as follows:


- **Prevention** - ORM will work with its partners in the Administrations, Staff Offices, and VA Learning University (VALU) to develop and implement an aggressive prevention campaign that will focus on the education of VA managers and

employees about characteristics of a healthy work environment and the provision of the necessary tools to prevent and address workplace disputes.

- **Early Resolution** – ORM will work with the Office of General Counsel to incorporate all aspects of workplace Alternative Dispute Resolution (ADR) under Human Resources and Administration to include policy development, oversight, training, and mediation. In addition, ORM will work with the Administrations to institutionalize facility-based/network-based Ombudsmen who will be poised to resolve issues as early as possible. ORM will seek to enhance the role of the EEO counselor by utilizing and integrating mediation skills into the counseling process.
- **Overall Complaint Processing** – ORM will implement a case manager concept that provides a single point of contact for formal complaints and improves the transition and coordination of ORM functions involved in the process (intake and investigations). ORM will engage in extensive internal and external benchmarking to identify and understand best practices. ORM will seek to establish standard operating procedures for its work process that are based on observed best practices. ORM will encourage the planning and implementation of structured pilot projects to allow for creativity and innovation. Pilot projects will focus on improving operational effectiveness and efficiencies. Where successful, the pilot projects will form the basis for new standard operating procedures.
- **Changing the Culture and Work Environment** – ORM will implement strategies that improve workforce competencies and change the organizational culture to one that promotes a “*One ORM*” team approach. ORM will recruit, develop, train and retain a highly competent and diverse workforce by promoting a positive work environment that centers on training and development, effective communications at all levels, and rewards and recognition. ORM will also focus on improving its ancillary business processes to enable it to more effectively achieve its core mission.

This Strategic Plan was created in partnership by ORM managers from VACO and the field, employee representatives from each ORM region, and stakeholders from VA’s three Administrations.


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Office of Resolution Management

Strategic Plan for 2006-2010

Mission statement for the Office of Resolution Management – *to promote a discrimination free work environment focused on serving veterans by preventing, resolving, and processing workplace disputes in a timely and high quality manner.*

Vision Statement – *VA is recognized as the leader in promoting a discrimination free environment for those who serve our Nation's veterans.*

ORM has developed a five-year strategic plan designed to achieve four overarching goals:

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| Prevention: | Implement a prevention program that ensures employees and managers understand the characteristics of a healthy work environment and has the tools to address workplace disputes. |
| Early Resolution: | Serve as a resource for resolution of workplace disputes. |
| Process Improvement: | Improve the overall management of the EEO complaint process. |
| High Quality Workforce: | Recruit, develop, train, and retain a highly competent and diverse workforce by promoting a positive work environment. |

The objectives and strategies in this plan focus on measurable outcomes that incorporate the use of benchmarking best practices in early resolution and complaint processing; maximizing the use of allocated human capital; outsourcing as appropriate; and the integration of information technology.

The ORM Strategic Plan for 2006-2010 is in direct support of the enabling goal identified in VA's Strategic Plan – "Deliver world-class service to veterans and their families by applying sound business principles that result in effective management of people, communications, technology and governance".

GOALS AND OBJECTIVES

Goal 1. PREVENTION: Implement a prevention program that ensures employees and managers understand the characteristics of a healthy work environment and have the tools to address workplace disputes.

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| Objective 1.1 | Develop and implement education and training programs to address workplace disputes. |
| Objective 1.2 | Develop, update and market the use of data to increase understanding and improvement of the work environment. |
| Objective 1.3 | Improve the value and use of the Organization Climate Assessment Program (OCAP). |

Goal 2. EARLY RESOLUTION: Serve as a resource for resolution of workplace disputes.

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| Objective 2.1 | Provide high quality, timely, and responsive EEO counseling and assistance to employees and managers at the facility and regional-levels. |
| Objective 2.2 | Increase ADR activity in field facilities by Marketing, Advocating, and Promoting (MAP) ADR VA-wide. |
| Objective 2.3 | Provide tools and resources to aid in early resolution of workplace disputes. |
| Objective 2.4 | Implement assessment methodology to measure the effect of ADR initiatives. |

Goal 3. PROCESS IMPROVEMENT: Improve the overall management of the EEO complaint process.

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| Objective 3.1 | Improve the efficiency of the EEO complaint process. |
| Objective 3.2 | Maintain an accurate electronic data management system. |
| Objective 3.3 | Increase use of internal and external benchmarking to identify EEO “best practices.” |
| Objective 3.4 | Explore the possibility of combining positions to establish a Case Manager to provide a single point of contact for parties to a complaint. |
| Objective 3.5 | Maximize use of authority to review cases and make procedural determinations more expeditiously. |
| Objective 3.6 | Improve the transition of cases from ORM to EEOC and Office of Employment Discrimination Complaint Adjudication (OEDCA). |

Goal 4. HIGH QUALITY WORKFORCE: Recruit, develop, train and retain a highly competent and diverse workforce by promoting a positive work environment.

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| Objective 4. 1 | Develop effective employee training and education strategies. |
| Objective 4. 2 | Implement programs to become an “Employer of Choice” for current and future employees. |
| Objective 4. 3 | Ensure efficient and responsive ancillary business processes. |

OFFICE OF RESOLUTION MANAGEMENT STRATEGIC PLAN FOR 2006 – 2010

Goal 1. PREVENTION: Implement a prevention program that ensures employees and managers understand the characteristics of a healthy work environment and has the tools to address workplace disputes.

Creating a discrimination free workplace within VA requires a comprehensive strategy designed to eliminate behaviors and situations that may be perceived as discriminatory or are discriminatory in nature. This goal requires ORM to solicit and gain participation from all elements of VA in order to identify the reasons for workplace disputes and develop counter strategies to improve the work environment in VA.

ORM plays an integral part in educating and training executives, management and the VA workforce in the areas of prevention and early resolution; and providing data and environmental assessments for the agency.

Strategic Outcomes:

- Increase level of managers' understanding of issues within their organization
- Reduction in workplace disputes that result in informal and formal complaints of discrimination
- Improved workplace environments that promote open communication
- Improved employee satisfaction
- Improved efficiency in managing work
- Increased number of managers and employees trained in the prevention of workplace disputes

Objective 1.1 Develop and implement education and training programs to address workplace disputes.

Strategy	Milestones		
	6-12 months	1-3 years	4-5 years
1.1.a Develop an inventory of existing VA wide curriculums for prevention programs in partnership with VA Learning University (VALU).	X		
1.1.b Explore and evaluate methods of delivery of identified training programs: trainers, distant learning modalities, etc. in partnership with VALU.	X		
1.1.c Develop a mandatory annual training program in partnership with VALU for employees and managers. <ul style="list-style-type: none"> ○ Diversity ○ Conflict Resolution 		X	

1.1.d Develop a new manager's orientation program for supervisors in partnership with VALU to equip supervisors with tools to prevent workplace disputes.		X	
1.1.e Develop a letter from the Secretary that mandates prevention programs involving workplace disputes.	X		
1.1.f Develop an orientation program for new employees in partnership with VALU that equip them with tools to prevent workplace disputes.		X	
1.1.g Develop a Web page as a clearinghouse for training resources and information on how to prevent workplace disputes.	X		
1.1.h Develop a marketing and communication campaign to alert VA employees of training resources for preventing workplace disputes.	X		

Objective 1.2 Develop, update, and market the use of data to increase understanding and improvement of the work environment.

Strategy	Milestones		
	6-12 months	1-3 years	4-5 years
1.2.a Develop root cause analysis and trend data reports to distribute throughout the organization.	X		
1.2.b Collect and analyze data from root cause reports, trend data reports, and customer service and employee surveys.	X		
1.2.c Conduct site visits to Networks and facilities to share various reports and discuss the relevance of the data to their work environments.	X		
1.2.d Decide on frequency of collecting data and delivering of data in collaboration with stakeholders.		X	
1.2.e Validate data as to its usefulness with customers.		X	
1.2.f Develop a marketing strategy to communicate the availability and use of various ORM data resources.	X		
1.2.g Provide data and analysis to VA training entities to assist in determining potential training needs.	X		
1.2.h Follow up with Networks and facilities to offer assistance in developing improvement plans, if recommended.	X		
1.2.i Make root cause, trend data, and customer service and employee survey data available on the clearinghouse Web site.	X		
1.2.j Ensure all ORM staff, EEO managers, and senior VA leaders understand the contents of Root Cause Analysis and Trend Data Reports.	X		
1.2.k Establish a Root Cause Committee that will continuously improve the quality of the Root Cause	X		

Analysis process and report. The Committee will consist of ORM specific work units: <ul style="list-style-type: none"> Intake Specialist, Investigator, Counselor, Human Resources and Public Affairs. 			
1.2.l Develop an on-line survey to solicit feedback at the time reports are transmitted.	X		
1.2.m Collect and analyze data from the results of the breach of settlement agreement decisions and disseminate a report throughout the department. The report will include trend data that shows the types of breach claims raised and the types of breaches found.	X		
1.2.n Collect and analyze settlement agreement data and disseminate a report throughout the department annually. The report will include trend data that shows the number of settlements and the total monetary payments disbursed by the agency.	X		

Objective 1.3 Improve the value and use of the Organization Climate Assessment Program (OCAP).

Strategy	Milestones		
	6-12 months	1-3 years	4-5 years
1.3.a Solicit feedback from customers to improve the program and determine which entity in ORM is best to align the OCAP.	X		
1.3.b Determine staff resources needed to continue the OCAP to include training.	X		
1.3.c Assess the benefits and mechanisms of integrating OCAP into the HR&A/EEO/DM facility reviews by establishing a partnership with the Offices of Human Resource Management and Diversity Management.	X		
1.3.d Implement an assessment tool (to include surveys) for facility leaders to use to measure the effectiveness of OCAP.	X		
1.3.e Establish a follow-up routine with facilities and offer necessary training regarding use of the OCAP report .	X		
1.3.f Provide data and analysis to VA training entities to assist in determining potential training needs.	X		
1.3.g Offer OCAP as a resource tool for any new senior leader assigned to a VA facility.	X		
1.3.h Validate report with customer feedback.	X		
1.3.i Compare OCAP Reports to determine trend data and best practices to share with all VA.		X	
1.3.j Train a cadre of VA employees in providing consultant services in addressing preventive methods based on the findings of the OCAP assessment.		X	

Goal 1: *Performance Measures*

<i>Outcome Measures</i>	Current Baseline	FY2006 Target	FY2007 Target	Strategic Target
Increase the percentage of managers who complete training	No ¹ current Baseline	0%	Establish ² Baseline ¹	90%
Increase the percentage of employees who complete training	No current Baseline	0%	Establish Baseline ¹	90%
Reduce the number of initial contacts	3,972 initial contacts	2%	5-10%	20-30%
Reduce the number of formal complaints received.	2,129 formal complaints	2%	5-10%	20-30%
Increase in number of senior leaders who use preventative tools to reduce workplace disputes (root cause analysis, trend data, and OCAP, etc.)	No current Baseline	Establish ³ Baseline ²	15%	50%
Increase the percentage of senior leaders responding positive to value of root cause analysis, trend data and OCAP	No current Baseline	Establish Baseline ²	20-30%	90%
Increase the percentage of employees responding positive to employee satisfaction surveys	69% positive feedback from 2005	10-20%	20-30%	80%
Increase the percentage of participants responding positive to training they received	No current baseline	Establish ² Baseline	40-50%	80%
Increase in use of clearinghouse Web site	No current Baseline	Develop the Web site	Establish ⁴ Baseline	60-80%

¹ To date there has been no formal prevention of workplace disputes training. Until training has been conducted, no measurement can be achieved. Training courses will be identified by the end of FY06.

² Training will begin early 2007 and a baseline will be established based on the number of managers and employees who complete the training.

³ Over the next few weeks, a survey will be developed and sent to management officials under the jurisdiction of the ORM field offices that have conducted regional conference training. During these conferences, management officials attended and were provided a root cause presentation. Establishing a baseline will be determined by the results of the surveys.

⁴ Currently the ORM clearinghouse Web site does not exist. It will be established by the end of FY06. Marketing will begin early 2007 and it is anticipated that the number of hits will be established by the end of FY07 that will determine the Baseline.

Goal 2. EARLY RESOLUTION: Serve as a resource for resolution of workplace disputes.

In addition to incorporating ADR into the EEO complaint process, ORM has a significant role in the use of ADR and other conflict resolution techniques in addressing workplace disputes in VA. The objectives and strategies in this goal are designed to make significant changes to how workplace disputes are handled at the onset. To accomplish this paradigm shift, VA managers and employees must be empowered to have control over the outcome of conflicts without relying solely on administrative processes to address disputes. Considerable emphasis will be placed on increasing the use of mediation and introducing other ADR techniques.

This goal will also revamp the role of EEO counselors and EEO program managers in VA field facilities. Processes will be put in place to encourage collaborative efforts between ORM and VA field facilities to improve coordination and facilitate resolution as early as possible.

Strategic Outcomes:

- Reduce complaint activity in VA
- Increase ADR participation rate
- Improve work environment
- Improve supervisor/employee communication
- Provide effective conflict resolution service

Objective 2.1 Provide high quality, timely, and responsive EEO counseling and assistance to employees and managers at the facility and regional-levels.

Strategy	Milestones		
	6-12 months	1-3 years	4-5 years
2.1.a Improve and expand the capabilities of ORM counselors and enhance the counseling process.			
- Integrate mediation skills into the traditional counseling process.	X		
- Increase counselors' utilization of fact-finding conferences.	X		
- Explore approaches to improve coordination with facility EEO Ombudsmen to promote dispute resolution at the lowest level possible.	X		
- Ensure that ORM counselors encourage discussions between employees and their supervisors, second-line supervisors, and/or	X		

facility directors.			
2.1.b Support implementation and assess the impact of the facility-based Ombudsman pilot program on informal resolution (training, communication, and process changes).		X	
2.1.c Incorporate routine site visits as a part of informal counseling.	X		
2.1.d Establish a nationwide call-monitoring system to assess and improve attempts at informal resolution.		X	
2.1.e Train intake specialists and investigators on resolution skills.	X		
2.1.f Formalize and expand offer to mediate at intake and investigation stages.	X		

Objective 2.2 Increase ADR activity in field facilities by Marketing, Advocating and Promoting (MAP) ADR VA-wide.

Strategy	Milestones		
	6-12 months	1-3 years	4-5 years
2.2.a Work with the offices of the Secretary, Deputy Secretary, the Administrations, and Staff Offices to identify critical aspects of ADR that are needed to increase ADR participation in VA and develop strategies accordingly.	X		
2.2.b Provide quarterly ADR activity reports to the Administrations and Staff Offices no later than 30 days after the end of each quarter.		X	
2.2.c Collaborate with VA ADR proponents to develop a software package for monitoring all ADR activities.		X	
2.2.d Maintain & expand a cadre of certified ORM mediators.	X		
2.2.e Train all ORM employees in basic mediation skills.	X		
2.2.f Develop a cadre of mediation trainers by geographic area at VA field facilities.	X		
2.2.g Create partnerships and alliances with the Administrations, Staff Offices, and the Union to MAP ADR.	X		
2.2.h Establish an all employee ADR training module to enhance and create a " <i>Culture of Understanding</i> " about ADR.		X	
2.2.i Develop and disseminate brochures, pamphlets, pay stub messages and other promotional material on ADR.		X	
2.2.j Expand ORM's 1-800 toll-free line to include information on ADR.	X		
2.2.k Change and modify ORM's Web site to include information on ADR/mediation and other methods of ADR.	X		

2.2.i Create an ADR Logo – Suggested Logos: “Before it Escalates, Agree to Mediate” (BEAM) and “Take the Initiative; Mediate Early” (TIME).	X		
2.2.m Create a Rapid Resolution Team (RRT) to review and identify complaints at the informal/formal stage that have potential for resolution. The RRT will also conduct site visits at field facilities with hot issues that could lead to media coverage or other forms of exposure.		X	
2.2.n Establish a committee to develop a proposal and specifications for the design of software for the new discrimination complaints tracking system for ADR monitoring by ORM, the administrations and staff offices.	X		
2.2.o Train ORM investigators on mediation so that they can hold settlement conferences in an attempt to reach a resolution prior to the completion of the investigation and/or the employee making an election for a hearing or immediate Final Agency Decision.		X	
2.2.p Evaluate the need for a full-time mediator position and develop position description.		X	
2.2.q Identify and implement ORM ADR best practices.	X		
2.2.r Develop strategies for increasing the ADR participation rate.	X		
2.2.s Collaborate with Diversity Management to include an ADR awards component in the Secretary’s Annual EEO Awards Program.	X		

Objective 2.3 Provide tools and resources to aid in early resolution of workplace disputes.

Strategy	Milestones		
	6-12 months	1-3 years	4-5 years
2.3.a Identify external best practices and other ADR techniques to address work place issues.	X		
2.3.b Design and distribute educational awareness tools such as videos/DVDs, etc.	X		

Objective 2.4 Implement assessment methodology to measure the effect of ADR initiatives.

Strategy	Milestones		
	6-12 months	1-3 years	4-5 years
2.4.a Create a survey instrument to measure employees’ and supervisors’ satisfaction when the ADR process is used.	X		

2.4.b Develop an assessment tool to rate junior and senior mediators to include an evaluation completed by the participant.	X		
2.4.c Identify appropriate function within VA facilities to receive feedback regarding mediators.	X		

Goal 2: Performance Measures

Outcome Measures	Current Baseline	FY 2006 Target	FY2007 Target	Strategic Target
Increase the percentage portion of EEO complaints resolved at the informal stage of the EEO complaint process. Target is to rate at or above Department of Justice. (63.11%)	50%	Sustain the 50%	Increase by 5% (55%)	Increase to 65%
Increase the number of requests to mediate	17%	20%	25%	35%
Percentage of mediations held within 21 days of the mediation request	No current Baseline	Establish Baseline	35% within 21 days	75% within 21 days
Increase the rate of customer satisfaction with mediation services.	No current Baseline	Establish Baseline	10%	90%
Increase pool of ORM mediators.	35 mediators	10%	15%	50%
Measure and compare the ADR participation rate of VHA's re-engineering pilot program to the traditional external ORM process. (Establish a baseline before identifying target.)	No current Baseline	Sustain Baseline		
Percentage of complaints resolved at the settlement conference. (Establish a baseline before identifying target.)	No current Baseline	Sustain Baseline		
Increase the percentage of complaints resolved at the formal procedural stage	4.76%	5%	10%	25%
Increase the percentage of complaints resolved at the formal investigative stage	8.92%	10%	15%	25%
Evaluation of mediator skill levels	No current Baseline		75%	100%

Goal 3. PROCESS IMPROVEMENT: Improve the overall management of the EEO complaint process.

This goal is intended to incorporate process improvements, standard operating procedures, performance monitors and measures related to the efficient management of the EEO complaint process such as: 1) How we process complaints during the informal process, as well as the formal process; 2) How well the complaints are processed; 3) Innovative ways to process complaints in the future; and 4) To improve the transition and coordination of multiple ORM functions such as counseling, intake and investigation.

Strategic Outcomes:

- Decreased EEO complaint activity
- Increased resolution rates
- Timely complaint processing
- Quality and consistency throughout ORM
- Paper reduction
- Stakeholder buy-in
- Improved customer service
- Streamlined processes
- Accurate reporting of activity to stakeholders

Objective 3.1 Improve the efficiency of the EEO complaint process.

Strategy	Milestones		
	6-12 months	1-3 years	4-5 Years
3.1.a Explore the possibility of establishing a national call center and expand the intake counseling pilot program. (Groups 2 & 3)		X	
3.1.b Streamline the counselor report to include content and format. (Groups 2 & 3)	X		
3.1.c Explore the possibility of counselors framing the claims on the VAF 4939.	X		
3.1.d Assess the current role of the intake specialist to determine what additional functions/skills could be added to create greater efficiency in case management.		X	
3.1.e Increase the use of “C” cases.	X		
3.1.f Re-evaluate current criteria for requesting documents to eliminate duplicate requests. (Groups 2 & 3)	X		
3.1.g Evaluate the effectiveness of workload distribution. (This is accomplished through brokering and re-evaluating		X	

the geographical lines for ORM offices.) (Groups 2 & 3)			
3.1.h Explore the use of team approach for complaint processing. (Counselor/Intake) (Groups 2 & 3)	X		
3.1.i Closely monitor average processing time and take corrective action where appropriate. (Groups 2 & 3)	X		
3.1.j Assess and improve ORM's standard operating procedures.			X
3.1.k Design a process that promotes creative and innovative ideas to improve the EEO process. Design a tool to evaluate the success of a pilot.		X	
3.1.l Ensure VHA Support Service Center (VSSC) data is readily available for investigators and they know how to access and use data.		X	
3.1.m Review Carey and Baldrige Award criteria to identify areas for improvement.		X	
3.1.n Collaborate with the Office of General Counsel (OGC) and the Office of Employment Discrimination Complaint Adjudication (OEDCA) to encourage facilities to provide evidentiary documents in a timely fashion to investigators.	X		
3.1.o Develop a Document Management Specialist position to improve the investigative process and may serve as a potential developmental opportunity.	X		
3.1.p On an on-going basis, periodically assess the need to re-deploy internal human capital to support organization re-direction or re-design.	X		

Objective 3.2 Maintain an accurate electronic data management system.

Strategy	Milestones		
	6-12 months	1-3 years	4-5 years
3.2.a Conduct random reviews of data in WBTS.	X		
3.2.b Improve methods for generating quarterly reports.	X		
3.2.c Disseminate and publicize dashboard of key performance data.	X		
3.2.d Explore creating a staff to function as data management specialists.	X		
3.2.e Explore a process by which we encourage electronic filing.			X
3.2.f Fully implement ORM's Electronic Case Management System (ECMS).	X		

Objective 3.3 Increase use of internal and external benchmarking to identify EEO Best Practices.

Strategy	Milestones		
	6-12 months	1-3 years	4-5 years
3.3.a Develop criteria for benchmarking.	X		
3.3.b Identify work processes and agencies/organizations to benchmark.	X		
3.3.c Disseminate benchmarking findings to customers.	X		

This objective will include looking at the informal and formal process.

Objective 3.4 Explore the possibility of combining positions to establish a Case Manager to provide a single point of contact for parties to a complaint.

Strategy	Milestones		
	6-12 months	1-3 years	4-5 years
3.4.a Establish a team to include HR, EEOC, OGC, and ORM to define the position of a case manager that integrates the intake and investigator functions and develop a new position description to use for placement/recruitment.	X		
3.4.b Explore if other agencies have combined these functions and obtain feedback.	X		
3.4.c Identify legislative, HR, and/or regulatory barriers.	X		

Objective 3.5 Maximize use of authority to review cases and make procedural determinations more expeditiously.

Strategy	Milestones		
	6-12 months	1-3 years	4-5 years
3.5.a Explore the option of establishing a Case Review Panel (similar to the USAF).		X	
3.5.b Collaborate with EEOC to obtain additional flexibilities for procedural determinations.		X	
3.5.c Collaborate with EEOC and other agencies to address claims from frequent filers.		X	
3.5.d Explore options to provide more in-depth legal analysis training.	X		

Objective 3.6 Improve the transition of cases from ORM to EEOC and OEDCA.

Strategy	Milestones		
	6-12 months	1-3 years	4-5 years
3.6.a Explore the benefits of conducting coordination meetings with EEOC and OEDCA to transfer case files and discuss cases information.		X	
3.6.b Conduct follow-up meetings with regional counsel to address case-related issues as a means to minimize the number of remands.		X	

Goal 3: Performance Measures

Outcome Measures	FY 2005 Baseline	FY 2006 Target	FY 2007 Target	Strategic Target
Average 180 days or less to complete investigations for unamended complaints	160	180	150	120
Average 360 days or less to complete investigations for amended complaints	190	300	250	180
Decrease percentage of investigative remands	88	15%	10%	5%
Decrease percentage of procedural remands	17	15%	10%	5%
Process more investigations through the use of "C" investigations	804	5%	8%	10%
Increase the satisfaction rate of stakeholders	TBD	5%	8%	10%
Increase accuracy of random reviews	TBD	5%	8%	10%
Average 30 days or less to complete counseling (without ADR)	27.7	28 days	28 days	28 days
Average 90 days or less to complete counseling (with ADR)	65	80 days	80 days	80 days

Goal 4. HIGH QUALITY WORKFORCE: Recruit, develop, train, and retain a highly competent and diverse workforce by promoting a positive work environment.

Human capital is the most important asset in ORM. Considerable effort is devoted to selecting the best person for a job and providing the necessary training to ensure success and job satisfaction. This goal is created to ensure that resources devoted to recruitment and training result in measurable outcomes that foster an “employer of choice” work environment.

Strategic Outcomes:

- Competent workforce
- Improved recruitment process
- Improved employee job satisfaction
- Improved retention rate
- Improved employee morale
- Effective delivery of ancillary business processes

Objective 4.1 Develop effective employee training and education strategies

Strategy	Milestones		
	6-12 months	1-3 years	4-5 years
4.1.a Conduct employee needs assessment to include leadership skills.	X		
4.1.b Provide new employee orientation training within 30 days of their start date. Training will include: <ul style="list-style-type: none"> • Video message • On-line training 	X		
4.1.c Evaluate current core discipline training.	X		
4.1.d Deliver core competency training to new employees through Mentoring and Core Discipline Training.	X		
4.1.e Implement assessment methodology to measure the effectiveness of training.	X		
4.1.f Explore cultural aspect of performance management.	X		
4.1.g Implement an aggressive mediation training and certification program.	X		
4.1.h Provide training related to employee needs (versus core competencies) to include: <ul style="list-style-type: none"> • Reader-focused writing • Time management • Stress management • HPDM training • On-line research 	X		

4.1.i Evaluate counselor training curriculum to determine if it is effective in accomplishing early resolution. <ul style="list-style-type: none"> Integrate mediation skills 	X		
4.1.j Re-evaluate core competencies and skill sets for each discipline and develop training to address gaps, to include: <ul style="list-style-type: none"> Advisory skills Mediation HR knowledge Fact-finding Interviewing techniques 		X	
4.1.k Develop training to support upward mobility (especially program support), for example: <ul style="list-style-type: none"> Leadership training Knowledge and skills development 		X	
4.1.l Provide mandatory continuing education training to ORM core disciplines.	X		
4.1.m Encourage employee debriefs of training.	X		
4.1.n Share best practices derived from training courses. <ul style="list-style-type: none"> Explore how to effectively deliver best practices (e.g. routine town hall meetings) 	X		
4.1.o Develop mentoring program to include a “buddy system”, e.g. assign a new employee a buddy. <ul style="list-style-type: none"> Develop mentor certification program 		X	
4.1.p Utilize call monitoring as a training tool to improve complaint service delivery.	X		
4.1.q Develop Individual Development Plan (IDP) training for all employees and supervisors.	X		
4.1.r Ensure that those employees who wish are provided an IDP.		X	
4.1.s Develop process and schedule for recurring periodic operational reviews for managers and employees to review progress in performance and operations and to discuss other relevant issues.	X		

Objective 4.2 Implement programs to become an “Employer of Choice” for current and future employees.

Strategy	Milestones		
	6-12 months	1-3 years	4-5 years
Recruitment			
4.2.a Re-evaluate current core competencies for each discipline.		X	
4.2.b Revise and certify position descriptions based on core competencies.			X
4.2.c Revise performance standards based on revisions to position descriptions.			X
4.2.d Explore a point system for all performance standards (e.g. assign point values for different components of process, e.g. witness interviews, Responsible Management Officials (RMO) interviews, complainant interviews, etc.)	X		
4.2.e Revise crediting plans used for recruitment based on core competencies.		X	
4.2.f Develop upward mobility plans.	X		
4.2.g Integrate affirmative employment statistics to identify under representation into recruitment strategies and develop recruitment plan accordingly <ul style="list-style-type: none"> • Partner with DM/EEO and OHRM • Explore hiring authorities • College fairs • Career Intern Program • Student programs • Attend local and regional job fairs 			X
4.2.h Partner with OHRM and VA Voc Rehab to explore utilizing veterans benefits resources to support President’s initiative to transition more veterans	X		
4.2.i Fully implement on-line USA staffing recruitment system.	X		
4.2.j Develop checklist for recruitment panels. <ul style="list-style-type: none"> • Use High Performance Development Model (HPDM) recruitment package as a tool 		X	
4.2.k Provide updates to managers on changes to the hiring process.	X		
4.2.l Conduct barrier analysis to identify equal access to employment opportunities and implement strategies to remedy barriers.	X		
4.2.m Implement workforce/succession plan. <ul style="list-style-type: none"> • Cross-train employees 			X

Retention			
4.2.n Evaluate current processes to ensure maximum efficiency of human capital (e.g. reduce clerical functions performed by core disciplines).	X		
4.2.o Ensure program support staff perform duties commensurate with their grade level.	X		
4.2.p Review existing online entry/exit interview data, and customer satisfaction surveys.		X	
4.2.q Fully implement mentoring program.		X	
4.2.r Review process to assign work to ensure fair distribution of work.	X		
4.2.s Ensure consistency among offices.	X		
4.2.t Continuously explore and share best practices.	X		
4.2.u Explore alternative awards and recognition <ul style="list-style-type: none"> • Beyond performance awards • On the spot awards • Thanks or “Good Job” • Provide positive feedback 	X		
4.2.v Better utilize employee skills (e.g. counselors that are strong mediators should be used as mediators).		X	
4.2.w Evaluate the need for a full-time mediator position and develop position description.		X	
4.2.x Explore various programs to retain/recruit employees: <ul style="list-style-type: none"> • Support Flexi-place (CWS/AWS/Flexi-time) • Retention Bonuses • Educational Loan Repayment • Pay banding • Appropriate for compensation for overtime 		X	
4.2.y Assess a need for additional positions based on the consistent need and use of overtime.	X		
4.2.z Deliver ORM employee satisfaction surveys and use results to improve environment.	X		
4.2.a.a Ask employees what they consider an “employer of choice” and develop strategies to close the gap.	X		

4.2.b.b Review Carey and Baldrige Award criteria to identify areas for improvement.		X	
4.2.c.c Foster a “One ORM” culture by improving communications throughout ORM <ul style="list-style-type: none"> • Establish “One ORM” Advisory Board • Review process for employee suggestion box • Develop a better system of communicating information to employees (selections/other HR issues) • Quarterly operational review meetings for VACO and Regional offices. 	X		
4.2.d.d Create an ORM employee benefit resource center.		X	
4.2.e.e Expand employee toolboxes to include online reading room (e.g. policies and regulations).	X		
4.2.f.f Explore root cause of ORM complaints and develop strategies to correct problem situations.	X		
4.2.g.g Encourage employees to seek alternative dispute resolution (e.g. ombudsman, mediation to resolve workplace disputes).	X		
4.2.h.h Enhance current programs and explore more efficient programs for employees to resolve workplace disputes. <ul style="list-style-type: none"> • Ombudsman Program • EEO Manager • Grievance Process (Current Workplace Dispute Procedures) • ORM Review Board, consisting of an Employee, Field Manager, and HR Manager) • Agency Grievance Procedure 		X	
4.2.i.i Evaluate the quality assurance process: <ul style="list-style-type: none"> • Explore decreasing the number of reviews conducted by team leaders, intake specialist, national team leaders, approving officials, and field managers. 	X		
4.2.j.j Explore certifying core disciplines by varying levels (e.g. beginner, intermediate and advanced).			X

Objective 4.3 Ensure efficient and responsive ancillary business processes.

Strategy	Milestones		
	6-12 months	1-3 years	4-5 years
Information Technology (IT)			
4.3.a Evaluate IT support contracting services to ensure efficient and effective service delivery.	X		
4.3.b Develop IT customer satisfaction survey.	X		
4.3.c Implement Electronic Case Management System.	X		
4.3.d Develop call monitoring.	X		
4.3.e Develop Resource Management database tools for ORM	X		
Human Resources			
4.3. f Create a Web-based human resources library.		X	
4.3.g Create online desk references for managers.	X		
4.3.h Develop customer satisfaction survey for HR services.	X		
4.3.i As this plan is implemented, continuously assess the need to re-deploy internal human capital to high priority programs and projects.	X		
Budget			
4.3.j Develop customer satisfaction survey for budget services.	X		
4.3.k Ensure that ORM budget development is sufficient to fund operations and ancillary processes.	X		
Learning Resources			
4.3.l Ensure office has sufficient resources to meet ORM's training needs.	X		

Goal 4: Performance Measures

<i>Outcome Measures</i>	Current Baseline	FY2006 Target	FY2007 Target	Strategic Target
Improve employee satisfaction rate.	69%	10%	20%	90%
Improve customer satisfaction rate.	61%	10%	20%	90%
Employees meet or exceed performance standards.	98%	75%	90%	95%
Decrease organizational turn-over rate (unrelated to retirement or promotion opportunities).	5%	5%	10%	50%
Decrease per capita employee complaint activity.	3.4%	10%	25%	75%
Win a Carey Award by FY 2010.				

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